

CD20-OWI-014

REVISION E

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ORGANIZATIONAL ISSUANCE

CD20

EMPLOYEE AND ORGANIZATIONAL DEVELOPMENT DEVELOPMENTAL PROGRAMS

APPROVING
AUTHORITY

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TITLE

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9/17/03

CHECK THE MASTER LIST-
VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE

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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
Baseline		9/30/99	OWI was baselined.
Revision	A	5/24/00	Quality Records. NPG1441.C was changed to NPG 1441.1. Vanessa Suggs, Renee Higgins, Ela Washington are the OPR's for this document, Building 4200, Room 302B, 340A, and 340B.
Revision	B	8/21/00	Quality Records. NPG 1441.C was changed to NPG 144.1. Vanessa Suggs, Bill Brewster, Ela Washington, and Jerry Miller are the OPRs for this document, Building 4200, Room 302B, 340A, 344C, and 346A.
Revision	C	10/22/02	Document revised for minor editorial changes and changes in the call letter process.
Revision	D	6/9/03	Minor editorial changes were made.
Revision	E	9/17/03	Applicable documents were changed to reference documents.

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1. PURPOSE

The purpose of this Organizational Work Instruction (OWI) is to document the process by which employees are nominated and selected for participation in leadership, supervisory, program and project management, and engineering development programs.

2. APPLICABILITY

MSFC employees who meet eligibility requirements.

3. APPLICABLE DOCUMENTS

None.

3.1 Reference Documents

3.1.1 MPG 1440.2 MSFC Records Management Program

3.1.2 MPG 3410.1 Training

4. DEFINITIONS

4.1 Administrative Officer. The MSFC employees responsible for administrative functions in an organization.

4.2 Call Letter. An announcement asking for nominations to specific programs.

4.3 Centerwide Action Items Tracking System (CAITS). The MSFC electronic tracking system for actions requiring a response from the recipient.

4.4 Customer and Employee Relations Directorate, CD01. The MSFC directorate responsible for overseeing CD20 training and development functions.

4.5 Employee and Organizational Development Office, CD20. The MSFC organization responsible for the training and development of Marshall employees.

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4.6 Human Resources Department (HRD), CD10. The MSFC department responsible for maintaining supervisory records.

4.7 Mentor. A person who takes an active role in the development of an individual. Such activity may include guidance on appropriate training opportunities, consultation on work assignments, and specific developmental activities agreed upon by both the mentor and employee.

4.8 NASA Headquarters Code FT (NASA Training and Development Division). Headquarters code responsible for overseeing Agency training and development programs.

4.9 Office of Chief Financial Officer, RS01. The MSFC office that receives funding from NASA Headquarters to support various management and leadership programs.

4.10 Personnel Management Advisory Board (PMAB). The MSFC board composed of key MSFC directors who make personnel selection decisions for development programs.

4.11 Portfolio. A compilation of one's accomplishments and key Products during a specific time. Portfolios usually include significant pieces of work, awards, and comments about the process and progression toward achievement of a goal and personal or professional growth.

5. INSTRUCTIONS

The following instruction includes essential information on the call for nominations, selection, and placement process for the following training and development programs:

- NASA Fellowships
- Federal Executive Institute (Leadership for a Democratic Society)
- Agency Executive and Management Programs
- Office of Personnel Management (OPM) Programs of the Management Development Centers
- Brookings Institution
- Federal Executive Institute (programs other than Leadership for a Democratic Society)

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- NASA Leadership Development Program (LDP)
- Alabama A&M University Executive Development Programs
- MSFC Supervisory Courses
- Agency Academy of Program and Project Leadership Programs (APPL)
- NASA Project Management Development Process (PMDP)
- NASA Engineering Training Programs (NET)

5.1 NASA Fellowships

NASA Headquarters Code FT distributes a call letter to request nominations for the NASA Fellowships which will take place during the upcoming fiscal year. These programs are developmental courses offered by leading universities. The call letter is received by CD20.

5.1.1 CD20 reviews the request for nominations and prepares a call letter under signature of CD01. This call letter is distributed in the spring of each year to the following offices as a CAITS action. In order to ensure complete distribution of the information, a centerwide announcement is also distributed. Offices obtaining the call letter for review and submission of candidates are:

- Director
- Deputy Director
- Associate Director
- Director, Safety and Mission Assurance Office
- Director, Procurement Office
- Chief Counsel
- Chief Financial Officer
- Director, Equal Opportunity Office
- Manager, Space Shuttle Projects Office
- Director, Systems Management Office
- Director, Space Transportation Directorate
- Director, Science Directorate
- Director, 2nd Generation RLV Program Office
- Director, Flight Projects Directorate
- Director, Engineering Directorate
- Director, Center Operations Directorate

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- Director, Customer and Employee Relations Directorate

Note: Hereafter the distribution on the call letters referred to in the work instruction will be the same as the above distribution.

5.1.2 Nominations are submitted to CD20 on MSFC Form 3702-1, Nominations for Executive Development Programs. CD20 reviews the MSFC Form 3702-1 verifying that the candidate meets the qualifications for the individual fellowship program. Qualifications for each program are noted in the Code FT call letter received from NASA Headquarters.

5.1.3 After reviewing the MSFC Form 3702-1, CD20 completes a MSFC Form 3611, Checklist for Honorary Awards, Fellowships, and Other Personnel Development Opportunities on each candidate and forwards all nominations to CD01.

5.1.4 CD01 calls a meeting of the Personnel Management Advisory Board and selections are made.

5.1.5 After selection, CD20 notifies the candidates and assists them in completing NASA Form 1591, and any other applicable paperwork required by Code FT.

5.1.6 Upon completion of NASA Form 1591, CD20 submits all nominations to Code FT along with a cover letter signed by the MSFC Center Director.

5.1.7 Code FT calls a panel to review the nominations and may call the candidate for an interview. In this case, the nominating organization where the individual works pays all travel costs associated with the interview.

5.1.8 Upon notification by Code FT, CD20 notifies those selected and is responsible for ensuring that proper paperwork is completed for the candidate to enter the university conducting the program.

5.1.9 Travel and tuition costs are transferred to RS01 and travel orders are prepared by the participant's organization.

5.1.10 Upon completion of the program, the training is entered into the employee's training history.

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5.2 Federal Executive Institute (FEI) Leadership for a Democratic Society

In the spring of each year, CD20 prepares a request for nominations to Leadership for a Democratic Society. This program is a 160-hour training course that covers core competencies for senior executives. The call letter is issued as a CAITS action under signature of CD01 and is distributed in conjunction with the call for Fellowship nominations (see section 5.1.1).

5.2.1 Nominations are submitted to CD20 on MSFC Form 3702-1. CD20 reviews the nominations to verify that the candidate meets program qualifications as noted by FEI.

5.2.2 CD20 completes an MSFC Form 3611, Checklist for Honorary Awards, Fellowships, and Other Programs on each candidate and forwards all nominations to CD01 for selection.

5.2.3 CD01 calls a meeting of the PMAB and selections are made.

5.2.4 CD20 notifies and registers the employee.

5.2.5 Travel orders are prepared and funded by the participant's organization.

5.2.6 Upon completion of the program, the training is entered into the employee's training history.

5.3 Agency Executive and Management Programs

NASA Headquarters Code FT distributes a quarterly call to CD20 for upcoming training programs. These programs include but may not be limited to:

- Managing the Influence Process (MIP)
- The Human Element (THE)
- Management Education Program (MEP)

5.3.1 In June of each year, CD20 prepares a call letter requesting nominations. This call letter is distributed to all MSFC organizations as a CAITS action. In order to ensure

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complete distribution of the information, a Centerwide announcement is also distributed.

5.3.2 Nominations are submitted to CD20 in priority order. CD20 reviews the nomination and verifies that each candidate meets the qualifications for the program.

5.3.3 CD20 prepares distribution to each organization based on the needs of the Center and the quality of the candidate pool.

5.3.4 The selections are submitted to CD01 for review.

5.3.5 CD20 notifies and registers the participant using the NASA Leadership and Management Development Programs registration form located at:

<http://www.hq.nasa.gov/office/codef/codeft>.

5.3.6 Travel is paid by NASA Marshall and travel orders are completed by the participant's organization. There is no cost to the Center for the course.

5.3.7 Upon completion, the training is entered into the employee's training history.

5.4 OPM Programs of the Management Development Centers, Brookings Institution, and Federal Executive Institute (not to include Leadership for a Democratic Society)

In June of each year, CD20 prepares a call letter requesting nominations for OPM Programs of the Management Development Centers, Brookings Institution and FEI programs (not to include Leadership for a Democratic Society). This call letter is distributed to all MSFC organizations as a CAITS action. In order to ensure complete distribution of the information, a Centerwide announcement is also distributed.

5.4.1 Nominations are submitted to CD20 by each directorate in priority order.

5.4.2 CD20 reviews the submission verifying that the candidate meets the qualifications for the program. The

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qualifications are noted in the program information published by OPM, Brookings, and FEI.

5.4.3 CD20 reviews the nominations and verifies that each candidate meets the qualifications for the program.

5.4.4 CD20 prepares distribution to each organization based on the needs of the organization, the quality of the candidate pool, and the needs of the Center.

5.4.5 The selections are submitted to CD01 for review.

5.4.6 CD20 notifies and registers the employee.

5.4.7 Travel and tuition are paid by NASA Marshall. Travel paperwork is completed by the employee's organization.

5.4.8 Upon completion, the training is entered into the employee's training history.

5.5 NASA Professional Development Program (PDP)

Each year, Code FT distributes a call letter to request nominations for the LDP. This call letter is received by CD20.

5.5.1 CD20 reviews the request for nominations and prepares a call letter under signature of CD01. This call letter is distributed in October of each year to all MSFC offices as a CAITS action. In order to ensure complete distribution of the information, a center wide announcement is also distributed.

5.5.2 Nominations are submitted to CD20 on MSFC Form 3702-1. CD20 reviews the nominations and verifies that the candidate meets eligibility requirements as outlined in the Code FT call letter.

5.5.3 After reviewing the MSFC Form 3702-1, CD20 completes a MSFC Form 3611 on each candidate and forwards all nominations to CD01.

5.5.4 CD20 calls a meeting of the PMAB and selections are made.

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5.5.5 Upon selection, CD20 notifies the candidates and assists in completing NASA Form 1591 as required by the Code FT call letter. The document is forwarded to Code FT by CD20 with a cover letter signed by the Center Director.

5.5.6 Travel is funded by Code FT and funds are transferred to RS01 for distribution.

5.5.7 Upon completion, the training is entered into the employee's training history.

5.6 A&M Executive Development Program

In the fall of each year, CD20 prepares a call letter requesting nominations for the Alabama A&M Executive Development Programs (Module I-General Management and Module II-Managing Organizational Effectiveness). This call letter is distributed to all MSFC organizations as a CAITS action. In order to ensure complete distribution of the information, a Centerwide announcement is also distributed. Organizations have the responsibility of furnishing a limited number of candidates based on the projected number MSFC can place in the classes.

5.6.1 CD20 is responsible for selecting the final attendee list based on total number of submissions, quality of the candidate, needs of the Center, and space available.

5.6.2 CD20 notifies the candidates of their selection and schedules them in the appropriate class at A&M.

5.6.3 Upon completion, the training is entered into the employee's training history.

5.7 Supervisory Classes

This instruction applies to all employees moving into supervisory/management positions who have not served previously in such positions, are serving a new probationary period, and/or have not had basic supervisory training. The basic supervisory training module includes Supervisory

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Orientation, Introduction to Supervision, Ethics, and Creative Problem Solving.

Note: The Human Resources Department, CD10 has the responsibility for notifying employees of their probationary period and keeping records pertaining to an employee's probationary status.

5.7.1 CD20 schedules courses based on the need and announces the training opportunity via Center training announcements.

5.7.2 Upon completion, the training is entered into the employee's training history.

5.8 Agency Academy of Program/Project Leadership Programs (APPL)

NASA Headquarters Code FT distributes a quarterly call for upcoming programs. These programs include, but may not be limited to the following:

- Advanced Project Management
- Construction of Facilities Management
- Construction of Facilities Best Practices
- International Project Management
- Project Leadership
- Project Management
- Forum of Master Project Managers
- Project Management Shared Experiences Program
- Program Management
- Strategic Aspects of Project Leadership
- Systems Engineering
- Technology Transfer and Commercialization
- Tools and Techniques

5.8.1 Once the call letter is received from Code FT, CD20 distributes a call letter for the entire year to all administrative officers at MSFC via electronic mail. CD20 sends a quarterly electronic mail reminder to the administrative officers approximately 4-6 weeks prior to

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Headquarters deadlines for the nominations to be received in CD20.

5.8.2 Nominations are submitted to CD20 on an MSFC Form 4280, NASA Academy of Program and Project Leadership and NASA Engineering Training Participant Nomination Form.

5.8.3 In the order received, CD20 reviews the MSFC Form 4280 and verifies that each interested participant meets qualifications for the programs listed on the Headquarters call. When it is necessary to prioritize nominations, CD20 will refer the nominations to the MSFC Project Management Board or the Systems Management Office (SMO). The allocation is approved by CD20 and each MSFC Form 4280 is then forwarded to a designated logistics coordinator at NASA Headquarters. This coordinator then contacts the individual to confirm attendance and provides additional information about the program logistics.

5.8.4 Travel is paid by NASA/MSFC and travel orders are completed by the participant's organization. The cost of the training program, meals, and lodging, is sponsored by NASA Headquarters.

5.9 NASA Project Management Development Process (PMDP)

This Agency process provides prospective NASA Program/Project Managers and individuals in the project management community with a description of desired competencies, recommended knowledge/skills levels, suggested developmental experiences, and available training activities designed to enhance successful project results for NASA.

5.9.1 CD20 coordinates this process for NASA/MSFC. All interested employees are encouraged to become part of this four-level process. Level 1 of this process is typically for team members who are at the beginning stages of their career and primarily work on small portions of larger projects. Level 2 is typically for the subsystem manager and is for the employee who has established a solid base of technical expertise, working independently and managing definite portions of projects. Level 3 will usually be a system manager who manages larger portions and has the responsibility

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for problem solving and developing other employees. Level 4 is typically a program manager who serves as a leader and promoter for entire projects and programs of the organization as a whole.

5.9.2 An employee interested in enrolling in the Program/Project Management Development Process (PMDP) should:

5.9.2.1 Contact the PMDP Coordinator in the Center's Training Office after reviewing PMDP materials with their manager/supervisor. These materials include the *PMDP Wall Chart*, the NASA APPL Homepage, the *PMDP Handbook* (located at <http://appl.nasa.gov>) and Center PM requirements.

5.9.2.2 Identify a mentor who will guide and support the development process.

5.9.2.3 Determine PMDP target level of development and complete an IDP to achieve competencies for the chosen level using the Competency Worksheet in the *PMDP Handbook*.

5.9.2.4 Obtain approval of their Individual Development Plan from their manager/mentor and CD20, implement the developmental plan, and document their progress. Periodically review the IDP with their manager for potential adjustments.

5.9.2.5 Create an individual Portfolio documenting experiences and evidence of competency achievement. The Portfolio should contain:

- a. Completed Competency Worksheet for the PMDP level being applied for, documenting how capability has been achieved.
- b. A copy of the current IDP documenting developmental gaps and actions to improve.
- c. Performance evaluations, awards, and other commendations.
- d. One page success stories from past and current projects documenting:

- Specific problems and challenges.
- Unique experience gained in the project.
- Concrete actions taken to address problems and challenges.
- Results and lessons learned.

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- Materials to support success stories (products, services, evaluations, and other records documenting success).
- Goal statement outlining personal and organizational targets.
- Submit completed Portfolio to manager/mentor and CD20 for review and endorsement.

5.9.3 The CD20 PMDP Coordinator will process the Portfolio for verification and validation.

5.9.4 Upon acceptance by Headquarters, NASA Certification will be forwarded to the Center.

5.10 NASA Engineering Training (NET)

NASA Headquarters Code FT distributes a quarterly call for upcoming programs. These programs include, but may not be limited to the following:

- Aeronautics
- Engineering Certificate Program (MSFC participants only)
- Earth Science
- Human Exploration and Development of Space
- Manufacturing and Assembly Design
- Manufacturing of Space Hardware
- NASA System Design Colloquium
- System Requirements
- System Design
- Space Science
- Software Process Improvement
- Topics in Engineering

5.10.1 Once the call letter is received from Code FT, CD20 distributes a call letter for the entire year to all administrative officers at MSFC via electronic mail. CD20 sends a quarterly electronic mail reminder to the administrative officers approximately 4-6 weeks prior to Headquarters deadlines for the nominations to be received in CD20.

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5.10.2 Nominations are submitted to CD20 on an MSFC Form 4280. CD20 reviews the MSFC Form 4280 and verifies that each interested participant meets the qualifications to the programs listed on the HQ call and prepares equitable allocations to each submitting organization based on the total number of attendees MSFC can send to each program.

5.10.3 The allocation is approved by CD20, and each MSFC Form 4280 is then forwarded to a designated logistics coordinator at NASA Headquarters. This coordinator then contacts the individual to confirm attendance and provides attendees with additional information about program logistics.

5.10.4 Travel is paid by NASA Marshall and travel orders are completed by the participant's organization. The cost of the training program is paid by NASA Headquarters. Lodging and meals are also paid by NASA Headquarters for several residential courses offered during the year.

6. NOTES

None.

7. SAFETY PRECAUTIONS AND WARNING NOTES

None.

8. APPENDICES, DATA, REPORTS, AND FORMS

MSFC Form 3702-1	Nomination for Executive Development Programs
MSFC Form 3611	Checklist for Honorary Awards, Fellowships, Other Programs
NASA Form 1591	NASA Fellowship Nomination Form
MSFC Form 4280	NASA Academy of Program and Project Leadership and NASA Engineering Training Participant Nomination Form

9. RECORDS

9.1 MSFC Form 3702-1 will be retained for 5 years and destroyed.

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9.2 MSFC Form 3611 will be retained for 5 years and destroyed.

9.3 NASA Form 1591 NASA Fellowship Nomination Form will be retained for 5 years and destroyed.

9.4 MSFC Form 4280 will be retained for 5 years and destroyed.

10. TOOLS, EQUIPMENT, AND MATERIALS

10.1 Academy of Program and Project Leadership tools and materials are available on-line at:

www.appl.nasa.gov

10.2 OPM information is found at:

www.leadership.opm.gov

10.3 Brookings Institution information is found at:

www.brookings.edu

10.4 NASA Leadership and Management Development Program information, Fellowship Information, and NASA Professional Development Information is found at:

<http://nasapeople.nasa.gov/training>

11. PERSONNEL TRAINING AND CERTIFICATION

None.

12. FLOW DIAGRAM

None.